

Navigating Shadows: Examining a Moderation Mediation model of Punitive supervision, Innovative Work Behavior and Employee's Knowledge Hiding

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Abstract : Drawing on the Conservation of Resources Theory and Theory of Displaced Aggression, current research study aims to explore the impact of an emerging destructive leadership style i.e., Punitive Supervision on the Employees' Innovative Work Behavior (IWB) and Employee's Knowledge Hiding (EKH) within the hospitality sector of Pakistan. This paper further elaborates the underlying mechanism by introducing job security as the mediator and Perceived Organisational Support (POS) as the coping mechanism to manage the deteriorating effects of Punitive supervision on the IWS and EKH. Two wave data (N=267) was obtained from the frontline employees of the hospitality sector of Pakistan in order to test the hypothesized moderation mediation model. Study findings unveiled that, punitive supervision negatively affects employees' innovative work behavior (IWB) and increases employee's knowledge hiding (EKH), with job insecurity serving as a significant mediator in these relationships. Specifically, punitive supervision increases employees' perceptions of job insecurity, decreasing their innovative work behaviors and increasing their tendencies to engage in knowledge hiding. From a managerial perspective, this research study suggests that managers must evaluate their behavior and leadership style to prevent the drastic effect of dark leadership on the employee's IWB and EKH. In addition, organizations must strive to foster an organizational culture of trust and open communication to reduce job insecurity. Employees should receive sufficient training and development opportunities to reduce job insecurity, while clear performance expectations and constructive feedback should be encouraged to help them excel.

Keywords : punitive supervision, job insecurity, perceived organisational support, innovative work behavior, knowledge hiding

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